

CBT Chapters

- ✓ Welcome to Supervision
- ✓ Your Role as a Supervisor
- ✓ Preparing for Your Role

Welcome to Supervision

Is this the first time you've been a supervisor? Or perhaps you've supervised employees elsewhere, but are new to supervising here at the State of Arizona. In any event, welcome to your new role as a supervisor!

As a supervisor, you're in charge. You may not be in charge of the whole organization or division but you certainly have your own area(s) of responsibility. No longer are you responsible for your work alone; you are now responsible for the work of others. Learning to lead and work with people, while striving to fulfill your agency's vision and mission, is at the core of being an effective supervisor.



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Getting to Know Your Agency

If you are new to your agency, you will want to become familiar with its history, purpose and responsibilities, as well as the purpose of your work unit in relation to other work units in the organization. This also includes reading and understanding statewide and agency-specific policies and procedures. All this information will help you effectively lead your staff.



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Why Effective Supervision is Important

According to Webster's, the word **supervise** means to "have charge; direct." The way a supervisor "directs" employees is critical to the success of every organization, because supervisors have a direct impact on whether employees stay with an employer. Supervisors not only influence work performance and career development, they also impact matters such as teamwork, communication, relationships with co-workers, customers and other managers.

"The talented employee may join a company...but how long that employee stays and how productive he is while he is there is determined by his relationship with his immediate supervisor," write Buckingham and Coffman in *First, Break All the Rules: What the World's Greatest Managers Do Differently* (Simon & Schuster, 1999).



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Being a Supervisor

Being a supervisor means you are responsible for the accurate and timely completion of the work of your unit. While supervising employees, you must strike a balance between getting the job done (being task oriented) and attending to your employees' needs (being people oriented). An effective supervisor recognizes the value of balancing both of these factors and embraces the following. Effective supervisors

- **Lead by example** - When employees see their supervisor do what is asked of them, they are more likely to follow.
- **Appreciate employees** - Employees will be more willing to continue to do the hard work if they feel appreciated.
- **Communicate a clear vision** - Employees like to know what is expected of them and to understand the goal.
- **Listen to employees** - Employees feel valued when their ideas and concerns are heard. Plus, they will likely provide the needed answer.
- **Create a good work environment** - Employees will be more productive if they feel their work environment is positive.



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Getting to Know Your Staff

Whether you are new to the agency or just new to being a supervisor, you must take steps to get to know your staff and what they do. Even if you were promoted from within the agency and have worked side-by-side with the individuals you are now supervising, it is important to meet with them and understand what they do, what they think is working and what they think needs improvement. This meeting also gives you an opportunity to set a positive tone and help create a feeling of cooperation and teamwork among your employees. New supervisors must know that their relationships with former peers will change, and they must learn how to handle it.



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Team Building

These initial meetings will set the stage for building a strong team that meets the needs of the agency. Effective supervisors have a vision of the type of team they want to develop and take steps to make it happen. In many ways, supervisors build a robust team through their own behavior and actions. As a supervisor you serve as a role model of the values and practices you want your employees to adopt.



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Chapter Summary: Welcome to Supervision

In this chapter, you learned why effective supervision is important. You also got a glimpse of your responsibilities as a supervisor.

Next, let's learn more about your role as a supervisor.

Click the next arrow to continue the course.



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Your Role as a Supervisor

If this is your first experience as a supervisor, you must recognize that your focus will change from that of an individual contributor. It's essential to appreciate the differences between being a supervisor and being an individual contributor.

What if I'm a contributor and a supervisor?



An individual contributor concentrates on using specific skills to accomplish tasks. As a supervisor, your role centers on providing guidance and resources to your employees; this allows them to accomplish their individual tasks. Although you will also continue with individual projects, you have a bigger responsibility of ensuring project completion through your subordinates.

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Managing Multiple Assignments

Ensuring employees' assignments are completed timely while completing your assigned work can be challenging. In fact, managing your time becomes essential so you can complete all projects efficiently.

Imagine that 4 of your employees each have 3 assigned tasks; you are also working on 4 different projects. You are ultimately responsible for 16 work products, each seeming as important as the next. With this workload, it's critical to prioritize. By determining the priorities of these projects and tasks, you can more effectively utilize your resources.



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Assure Quality

In addition to productivity, you must make certain your employees are meeting or exceeding expectations and requirements of the assignment. Supervisors must always strive to attain the highest quality standards through their staff. This can be achieved by setting and communicating expectations regarding performance level.



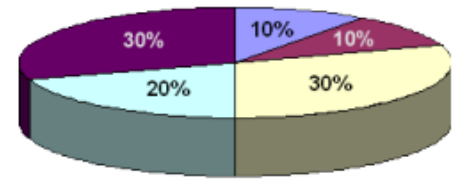
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Core Supervisory Skills

Successful supervisors must achieve desired results while simultaneously juggling many responsibilities and working with employees who have different skill levels and are in different phases of their careers. The chart to the right represents a basic overview of what a supervisor may do in any given day.

While this chart reflects an equal distribution of activities, each day will require emphasis on different aspects of supervision and no one day will be the same. Supervisors understanding the impact they have on an organization understand the importance of preparing for this role.



- Hiring Employees
- Training Employees
- Managing Employee Performance
- Delegating
- Problem Solving

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Chapter Summary: Your Role as a Supervisor

In this chapter, you learned about the basics of your responsibilities as a supervisor. Next, let's learn how you can prepare for your role as a supervisor.

If questions arise as you go through this material, please take time to write them down and discuss with your supervisor.

Click the next arrow to continue the course.



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Preparing for Your Role

To better prepare you for your responsibilities as a supervisor, the Arizona Department of Administration offers the Supervisor **Academy**. This Academy contains a series of online courses covering human resources best practices and the management of employees from hiring through separation. The goal of the Academy is to provide supervisors with the knowledge and skills necessary to be a successful supervisor.

I already have some management experience. Do I still need to take the Supervisor Academy courses?



Yes. The Supervisor Academy is required for all supervisors in the State Personnel System and needs to be completed before you reach the six-month anniversary of your new supervisory position. Even if you already have management experience, there are many unique concepts, rules, and principles you need to know as a supervisor working for the State of Arizona.

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ACADEMY**

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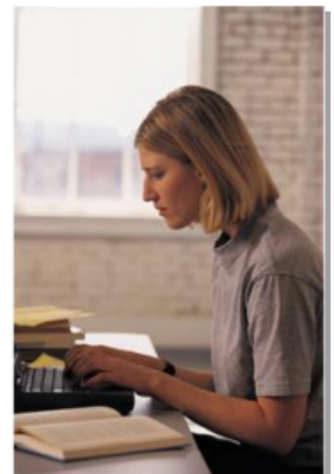
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Courses in the Academy

The Supervisor Academy has 13 Computer Based Training (CBT) courses - most lasting about 30 minutes. Although not required, it's recommended these courses be taken in the following order:

- Introduction to Supervision (MGT1000)
- Fair Employment Practices (LAW1002)
- Americans with Disabilities Act (LAW1007)
- Family and Medical Leave Act (LAW1003)
- Fair Labor Standards Act (LAW1004)
- Filling Vacancies (MGT1001)
- Interviewing and Selection (MGT1002)
- On-boarding New Employees (MGT1003)
- Managing Performance (MGT1004)
- Day-to-Day Supervision (MGT1005)
- Preventing Inappropriate Behavior and Workplace Harassment (LAW1006)
- Corrective and Disciplinary Action (MGT1006)
- Off-boarding Employees (MGT1007)

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Courses in the Academy (continued)

There are two types of courses in the Supervisor Academy - law and management courses. The law courses cover important laws, rules, and regulations that you need to know to minimize your liability as well as liability to the State. These courses are not meant to make you an expert, but rather to guide you to your Human Resources office when you encounter various situations. The management courses cover the day-to-day responsibilities of the supervisor. The Academy was designed so all thirteen courses could be taken in one eight-hour workday, if desired.



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State Policies

Throughout the Supervisor Academy courses, you'll learn about various State policies and rules. When you see the following icon, clicking on it will popup a relevant State policy.



There are areas in each CBT that cover State recommended procedures; however, your agency has its own policies, procedures and guidelines that you are required to follow. For example, the State doesn't have a policy regarding breaks. However, your agency may have decided to implement such a policy. Check with your manager or Human Resources office regarding agency-specific policies, procedures and guidelines.



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Covered Versus Uncovered

Within the State Personnel System, employees are either **covered** or **uncovered**. A covered employee may be disciplined only for cause. Covered employees have the right to challenge disciplinary actions by filing grievances or, depending on the type of action, appealing to the appropriate board such as the State Personnel Board. Those who are **uncovered** are employed "at-will" and may be dismissed for any reason other than an unlawful reason.

Throughout the courses in the Supervisor Academy, you'll learn about differences in procedures that pertain to **covered** versus **uncovered** employees. When you see the icon to the right, please pay close attention to these differences.



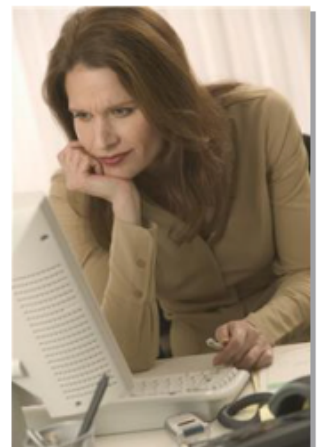
Covered/Uncovered
Icon

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Passing a Course

Each course has a menu on the left side of the screen with a link to each chapter and the final exam. It's recommended you progress through each course from beginning to end. You must achieve a 70% or higher score on the final exam to pass each course. You can jump straight to the final exam if you feel you know the subject matter. You can re-take a course as many times as you like. Remember, your goal is to be an effective supervisor and the content in these CBTs is important to understand to reach that goal. Take your time and learn as much as you can.



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"Graduating" from the Academy

Upon successful completion of all Supervisor Academy courses, you can obtain a certificate of completion. This needs to be requested via email from the Arizona Learning Center.

azlearningcenter@azdoa.gov

Once a request is received and your completion of the Supervisor Academy has been confirmed, the Arizona Learning Center will mail you your certificate.



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Beyond the Supervisor Academy

The Arizona Learning Center offers a number of online courses that are available to all State employees. You can enroll in and take these courses in YES. To view a listing of these courses, visit the Arizona Learning Center website.

[Click here to view a list of Arizona Learning Center courses.](#)



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Ready to Begin

Now you're ready to begin. As you embark upon your Supervisor Academy journey, keep in mind that you're filling a valuable role in representing your agency and the State. Supervision can be a rewarding position. You get to manage, encourage, and build your team.

Click on the next arrow to continue.



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Chapter Summary: Preparing for Your Role

In this chapter, you learned about the Supervisor Academy series of courses. You're now ready to dive into the Supervisor Academy. First you'll need to complete this course.

Click the next arrow to complete the course.

